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# BRIEF FOR THE PERSONNEL DEVELOPMENT BOARD

PURPOSE: To provide a recommendation on the extent to which the promotion policy for Junior Officer Trainees might be made applicable to other Junior Professional Personnel

1. At a meeting held on 30 November 1961 the Career Council recommended that the following promotion progression pattern be established for Junior Officer Trainees.

"As a guide for the advancement of JOT's the Agency should adopt a standard (not automatic) rate of progression so that from the entrance-on-duty grade of GS-07 the individual JOT should normally expect to be promoted to GS-11 in a period of approximately three and one-half years. Individual JOT's whose promotions do not keep pace with this Agency-wide norm should be informed specifically concerning the reasons therefor, e.g., problems of individual adjustment, performance or conduct."

This policy was approved by the Deputy Director of Central Intelligence on December 18, 1961. He also approved at that time the Career Council's recommendation that,

"the Personnel Development Board should study the extent to which the standards for promoting JOT's might be made applicable to other Junior Professional Officers. The findings developed by the Personnel Development Board would be prepared for the consideration of the Career Council."

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2. When considering the extent to which the approved JOT promotion pattern should be applied to other "Junior Professional" personnel each of the factors described below play an important part.

A. Qualifications Required for "Junior Professional" Positions

The term "Junior Professional" in general usage and in the Agency is not a standard term applicable to a group of positions of comparable complexity and qualifications requirements. Its meaning and use varies from Career Service to Career Service. In some Career Services the examining process for entering into "Junior Professional" positions compares favorably with the process for the Junior Officer Trainee Program, whereas, in others it is much less demanding.

B. Entrance Grade For "Junior Professional" Personnel

The entrance grade for personnel entering the Junior Officer Trainee Program is generally at grade GS-07. The entrance grade in the Career Services ranges from GS-05 through GS-11. In several Career Services individuals move into "Junior Professional" positions after having initially been hired and served in a lesser capacity for various lengths of time. An entrance hiring rate at a grade below GS-06 is a strong indication that the individual is not of the quality which would warrant hiring at GS-07 in accordance with standard practice if the individual has an AB degree and superior grades. TAB A shows the grade range at which "Junior Professional" personnel were employed by the Career Services during Fiscal Year 1961.

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C. The Ultimate Grade to Which the Individual Could Reasonably Expect to Advance

This to a large measure, but certainly not entirely, depends on the grade structure of positions for the Career Services in which the individual is initially employed. Some Career Services have considerably higher percentage of positions at grades GS-12 and above than others. This, among other factors, influences the promotion potential for that Career Service. While it is realized that possibilities exist for rotation from one Career Service to another, such rotation is by no means the general rule at any grade level, and particularly not at grades under GS-12. TAB B illustrates the differences in the distribution of grade groupings at professional levels among representative Career Services.

D. Career Service Promotion Rates

Relatively high promotion rates would have to be maintained consistently by individual Career Services in order to apply the three and a half year progression pattern. In view of this, a review was made of the promotion rates for each of the Career Services. This is presented in TAB C . It is evident from this review that some Career Services could not support the three and a half year policy. Whereas, the promotion rates of many Career Services indicate that most of their "Junior Professional" personnel have been consistently progressing at this rate. Attrition is not mentioned as a specific factor because its primary significance for this purpose is reflected in promotion rates.

A more thorough review was made of the promotion pattern for the "C" Career Service, the Office of Central Reference, to isolate and

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be "Junior Professional." This showed an improvement in the rates for "Junior Professional" positions at grades GS-07 and -03, however, improvement at the other grades involved was insignificant, and would have little effect on the ability of that Career Service to comply with the three and a half year promotion policy, (TAB D ).

3. The above information and analysis shows the wide disparity among Career Services in the factors affecting rate of progression. It begins with the very definition of the term "Junior Professional" which describes a variety of quality and types of personnel depending upon the Career Service with which it is used in reference. The differences do not end with the relative qualifications of the individual but involves the degree of selectivity in the initial examining process, the GS grade at the time of initial hire, the grade structure of the Career Service into which hired and the promotion rates of that Career Service. In view of these variables and disparities, it is evident that to apply one set uniform promotion pattern for the promotion of "Junior Professional" personnel of all Career Services would not be feasible or warranted. It is also considered that it would not be appropriate and would not serve a constructive, useful purpose to identify centrally either the positions or personnel to whom this policy should apply in addition to Junior Officer Trainees.

4. In view of the above it is recommended that:

- A. The promotion policy applicable to JOT's be made applicable to those "Junior Professional" personnel under 35 years of age who are recruited and examined under standards comparable to those applicable to the JOT Program.

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- B. The individual Career Services have the responsibility for the application of this policy in the light of the capability of the Career Service to sustain this rate of progression and the capability and potential of their "Junior Professional" personnel.
- C. The Office of Personnel monitor the application of this policy by the Career Services.

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